Helping Decision-Makers Make Informed, Timely Decisions on Your Program

DAU Hot Topic Forum

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How do Decisions Get Made Effectively?

Decisions are based on knowledge of the subject matter:

- What is a concise definition of the matter needing decision?
- What is the full range of information that you need in order to make an informed decision?
- Where is the information?
- How did you obtain it?
- What expertise did you require to decompose it?

“It’s not oversight, it’s insight!”

How do Decisions Get Made Effectively?

Now that you know the issue more clearly:

- State the concise nature of the matter
- State what objectively constitutes a positive outcome for the matter under decision
- Concisely depict the process on the last slide to the decision maker to lead him to the conclusion you made
- State what the decision needed up front must take into consideration, the “framing assumptions” (they can be limits on information, for example) that are based on the limitations of the last slide’s process
- Depict in the terms of the framing assumptions the “why” which convinced YOU and/or the team that the selected recommended decision is the best decision given the constraints

Areas of Knowledge Management

Requirement	Is the requirement concise and validated?
Workforce	Does the Government have the requisite skills?
Industry Drivers	What are all the behaviors of industry in this area?
Stakeholders	Who are they?
Technical/Scope	Can the proposed “x” actually be built?
Schedule	Can it be delivered when needed?
Cost and Affordability	Is it affordable? Do we have cost certainty?
Leadership/Management	Is the program team capable of delivering?

Summary

- Clear, concise, fact and data-based brief
- PM credible and convincing
- Demonstrate deep knowledge of the portfolio area
- Demonstrate keen business sense in dealing with contractor(s) and competition
- Know what defines affordability…it's not "cheap". It's what defines "best value".
- Articulate the WHY, that will lead to the "What".
  - Understand underlying and supporting data
  - Reserve big slide deck for backup